In 2015, we undertook the critical task of redefining the New England Aquarium’s mission based on our past accomplishments, unique position at the intersection of marine science and public education, and our unparalleled opportunity to be a catalyst for global change and an effective advocate for vital and vibrant oceans.

We completed a five-year strategic plan to forge a new, critically important path, and look forward to sharing exciting developments inside and outside our hub on Central Wharf.

Among our findings from our strategic assessment was that our researchers have published more peer-reviewed papers than any other aquarium in the world. Our pioneering work on fisheries science, marine habitat, marine animal conservation, and sustainable aquaculture represents cutting-edge science first and foremost, but it also serves as evidence of the Aquarium’s stellar reputation in the larger community. Our senior scientists’ findings are due in part to decades-old collaborations they’ve forged with stakeholders—from fishermen to environmental groups to federal agencies—that have led to substantial advances in marine conservation. This investment in relationships has also earned the Aquarium invaluable capital: the public’s trust.

So much of what has been accomplished is because of the support that we have received from our donors, our members, and our foundation, agency, and corporate partners. We are grateful for the confidence you have shown in us, and we look forward to working with you as we deepen and expand the work of the New England Aquarium.

Over the next several years, we will be positioning the Aquarium to grow its global platform as a leader in environmental groups to federal agencies—that have harmed them. This exhibit will run through 2017, so please make sure to tour it if you haven’t yet.

In our roles as president and chair of the Board of Trustees, we’ve been inspired by the commitment and achievements of the Aquarium’s staff and volunteers in their service to ocean conservation. Please know that our accomplishments are your accomplishments. None of this would be possible without the generous support of our donors, members, and partners.

Your commitment to the New England Aquarium is a critical path, and look forward to sharing our mission to be effective advocates for vital and vibrant oceans. We look forward to your continued support as we build on our global platform.

Also in 2015, the Aquarium debuted its powerful sea turtle rescue exhibit. Based on the heroic efforts of the Aquarium staff at our Animal Rescue Center in Quincy, in partnership with the Massachusetts Audubon Society, the exhibit uses life-sized models of endangered Kemp’s ridley sea turtles and other interactive features to allow visitors to step into our biologists’ clinics as they save the oceans’ turtles. Visitors learn the process involved in rescuing cold-stunned turtles—733 in 2014 and 318 in 2015—as well as tips to prevent pollution from further harming them. This exhibit will run through 2017, so please make sure to tour it if you haven’t yet.

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Sea Turtle Hospital Exhibit

For more than 20 years, the Aquarium’s Animal Rescue Team has been rehabilitating endangered, cold-stunned sea turtles that strand on the beaches of Cape Cod each winter. After the 2014 turtle rescue season, when the Rescue Team treated a record 733 endangered sea turtles, the Aquarium set about creating an exhibit on Central Wharf that allows visitors to get a feel for the difficult, important work the team does. The Sea Turtle Hospital exhibit allows visitors to interact with replica sea turtles, simulating the experience of diagnosing, treating, and feeding a sick turtle.

The Animal Rescue Team embodies the Aquarium’s mission of working for vibrant and vital oceans. Each critically endangered sea turtle the Rescue Team rehabilitates and releases back into the ocean is another member of the species that can potentially breed and help pull that species further away from the edge of extinction. The Sea Turtle Hospital exhibit engages visitors in the hard work and dedication our staff brings to this mission. Both children and adults find the exhibit so engaging that 81 percent of last summer’s visitors gave the exhibit a rating of excellent.

Spreading the live blue™ Message

A vital component of the Aquarium’s mission is inspiring everyone to live blue™. Two programs give the public the opportunity to become involved in conservation projects and to become advocates for the environment, furthering the Aquarium’s mission and involving as many people as possible in the crucial work of protecting the blue planet.

live blue™ Service Corps

In its second full year, the Aquarium’s innovative volunteer program, the live blue™ Service Corps, provided 638 opportunities for volunteers to contribute to one-time service projects. The Service Corps partners with many local environmental and educational organizations to hold single-day events that give volunteers who may not have time to commit to a traditional long-term volunteer program opportunities to make a difference for the blue planet.

In 2015, volunteers contributed 2,143 hours to 42 projects, including removing invasive plants and animals, seeding clams, and restoring herring runs. The Service Corps held 27 volunteer orientations, engaging 236 new Service Corps members.

live blue™ Ambassadors

The live blue™ Ambassadors program provides teens ages 14 to 18 opportunities to participate in field-based conservation activities such as habitat cleanup and restoration, public education and outreach, and citizen science. In 2015, the program had 198 unique participants, twice as many as in 2014, and a total of 585 volunteer spots were filled. The Ambassadors participated in 52 service and education events.

In recognition of the work the live blue™ Service Corps has been doing to support conservation work on the Boston Harbor Islands, it was awarded the President’s Volunteer Service Award.
New England Aquarium exhibits engage and educate visitors from around the globe. Whether it’s a lingering glance from Myrtle the sea turtle or the eye-popping spectacle of the Pacific reef community, these intimate encounters can forge surprising connections and instill a deep appreciation for our blue planet.

In 2016, a diverse and captivating group of animals is snatching the limelight for our program Tentacles Take Hold. Educational activities and signage inside the building call out a wildly diverse group of tentacled creatures, while a splashy marketing campaign grabs attention across the city. Cuttlefish, sea jellies, the chambered nautilus, and an octopus species new to the Aquarium are all uncurling their tentacles into the limelight for this program. But it’s the tentacled heavyweight, the giant Pacific octopus, that is front and center with its newly renovated exhibit highlighting the importance of the National Marine Sanctuary System.

The Aquarium’s mission to inspire fellow ocean protectors goes one step further with our Animal Encounter programs. These opportunities range from a chance to chat with a diver and feed animals at the top of the Giant Ocean Tank to going behind the scenes of our galleries to rubbing elbows with the marine mammal trainers while they work with the harbor seals, fur seals, and sea lions. Participants not only learn about the inner workings of the Aquarium, but also important conservation messages and ways our community can make a difference for marine animals. With more than 3,600 participants in 2015, we look forward to sharing our passion for the ocean with even more visitors this year.

The Aquarium’s commitment to educating the public about climate change is exemplified by its involvement in the National Network of Ocean and Climate Change Interpretation (NNOCCI) project.

The project is a collaborative effort led by the New England Aquarium with the Association of Zoos and Aquariums, the FrameWorks Institute, the Woods Hole Oceanographic Institution, the National Aquarium in Baltimore, Monterey Bay Aquarium, the New Knowledge Organization in partnership with Penn State University, and Ohio’s Center of Science and Industry with support from the National Science Foundation. NNOCCI’s aim is to train educators from informal science education centers (aquariums, zoos, museums, etc.) on how best to strategically frame climate change presentations and discussions.

In 2015, the Aquarium led four NNOCCI Study Circles, during which 88 educators from 40 institutions were trained. These Study Circles brought many more institutions to the project, extending NNOCCI’s reach into several new states.

Since its inception in 2012, NNOCCI has engaged more than 130 institutions in its climate change education efforts.

Looking Ahead

Immersive Experiences that Inspire

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In September 2015, Aquarium scientists, armed with a vast array of research tools, sailed into the worst El Niño in human history to study the Phoenix Islands Protected Area. The Aquarium has been studying these reefs—found in a remote smattering of islands and atolls 1,000 miles southwest of Hawaii—for 15 years and led efforts to have the area designated a marine protected area in 2009.

Researchers from many institutions and fields—from coral specialists to tiny invertebrate surveyors to shark biologists—joined Aquarium scientists on the expedition. Unfortunately, evidence of coral bleaching was visible on every dive. Careful analysis of all the data collected during this expedition is ongoing in labs and offices now that the scientists are home from sea. Researchers such as the Aquarium’s Associate Scientist Randi Rotjan, Ph.D., and Adjunct Scientist Sangeeta Mangubhai, Ph.D., and their colleagues are poised to uncover more critical data about how reefs respond to warmer ocean temperatures without additional human-inflicted stressors.

NNOCCI continues to engage many institutions in its climate change education efforts.

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Since its inception in 2012, NNOCCI has engaged more than 130 institutions in its climate change education efforts.

LOOKING AHEAD

Photo: Vince DeWitt

Octopus photo: Sam Cheng

Behind-the-scenes photo: Vince DeWitt

ACCOMPLISHMENTS

Expedition to the Phoenix Islands Protected Area

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**Thank you for your support!**

This publication lists all donors of $500 or more during the fiscal year (January 1, 2015 – December 31, 2015). To learn more about the Aquarium’s giving programs, please email the Development Office at giving@neaq.org or call 617-226-2022.

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**Thank you to the Norman H. Read Charitable Trust for its Science Education Partnership with Salem Public Schools**

Norman H. Read was a geologist who believed people and organizations should value the contributions of science to society.

In this spirit, the Norman H. Read Charitable Trust has partnered with the New England Aquarium and the Salem Public Schools in Salem, MA, to create innovation in science education. To that end, the Trust has provided more than $400,000 to the Aquarium to support Coastal Classroom Connections, a hands-on science learning program for public schoolchildren in Salem. In 2015, the Trust doubled this effort to expand the partnership to include additional grades from elementary through high school. The Trust also supported September Salem Days—free access to the Aquarium for all Salem residents every day throughout the month of September.

Support from the Norman H. Read Charitable Trust has allowed the Aquarium to expand its school partnerships into Salem, engaging thousands of Salem residents in marine science and conservation. We are deeply grateful for the support of the Trustees, Nile L. Albright, and Dennis Spear for their creative partnership.
**2015 Marathon Team**

2015 marked the Aquarium’s third year as a member of the B.A.A. Marathon Charity program. Our dedicated team of employees, volunteers, and supporters raised more than $110,000 for the Aquarium’s education outreach programs at school and community centers in the Greater Boston area. Proudly wearing their Nemo-inspired gear, our runners were easy to spot throughout the 26.2-mile course. Thank you to everyone who supported our team’s efforts.

**2015 team members:** Chris Bauernfeind, Carol Bond, John Brown, Everyone who supported our team’s efforts.

Pictured below: EnerNOC Volunteers.
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Mr. Hans Heilman and Ms. Nancy Shepard
Mr. Kevin J. Hinesman
Mr. Anthony Hixon
Dianne Hobbs
Mrs. Marybeth Hogan and Mr. Scott Hogan
Mr. Joe Holmes and Ms. Susan Avery
Nancy and Charles Hovey
Ms. Bessie Howard
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Mr. and Mrs. Michael D. Walsh
Mr. Paul V. Walsh and Ms. Jennifer Sudduth Walsh
Ann Walsh and Tania Walsh
Ms. Emily White
Ms. Sarah Wittaker
Mr. and Mrs. Anthony Wall
Mr. and Mrs. Charles S. Willauer
Mrs. Jennifer T. Williamson
Mr. Keith Willis
Mr. Ted Wolfrum
Mr. Michael J. Woodall and Ms. Julie Woodall
Mr. David Wypij and Mr. Timothy Baum
Susan D. Pett
Ms. Susan Pioli and Mr. Martin Samuel
Ms. Amanda Pinter
Linda Pizziu Henry and John Henry
Mr. Samuel Plumpston and Ms. Wendy Shattuck
Mr. Dan Powell and Mrs. Catherine Powell
Ms. Keri Pyke
Ms. Karen Rankin
Dr. Mike Reeve and Ms. Emma Reeve
Mr. and Mrs. Anthony Will
Ms. Emily White
Mr. and Mrs. Michael D. Walsh
Mr. Paul V. Walsh and Ms. Jennifer Sudduth Walsh
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Mr. Ted Wolfrum
Mr. Michael J. Woodall and Ms. Julie Woodall
Mr. David Wypij and Mr. Timothy Baum

**INDIVIDUAL, FOUNDATION, GOVERNMENT, AND CORPORATE GIFTS AND GRANTS**

The following donors, members, and sponsors contributed cumulative gifts, grants, and awards of $500 or more to the New England Aquarium in 2015. This includes restricted gifts from individuals, corporate sponsors, partners, and members and foundation and government grants and contracts.

**$100,000 AND ABOVE**

Stephen and Mary Birch Foundation, Inc.
Institute of Museum and Library Services
Irvine Oil
The Lowell Institute
Massachusetts Cultural Facilities Fund
MassDevelopment
Morris Animal Foundation
National Grid
National Geographic and Atmospheric Administration
New England Aquarium Education Fund
The Boston Foundation
North Slope Borough
Northeast Consortium
The David and Lucile Packard Foundation
Annie Peabody Charitable Fund
The Perkins Fund
Norman H. Read Charitable Trust
The Seaver Institute

**$50,000 – $99,999**

Anonymous (1)
BNY Mellon
Sarah K. de Coizart
Article TENTH Perpetual Charitable Trust
EMC Corporation

**$15,000 – $24,999**

Anonymous (1)
Cabot Corporation
Centerplate
Digital Federal Credit Union
The Mathworks, Inc.
The Curtis and Edith Munson Foundation
Park Foundation Inc.
Liz and Duncan Richardson
State Street Corporation
Gail Sullivan and Scott Page
University of Massachusetts, Boston - Student Activities

**$10,000 – $14,999**

Anonymous (3)
Bank of America
Mr. and Mrs. Robert S. Bowditch
Barnett & Women’s Hospital
Dover Conservation Fund
Eaton Vance Corp.
Harvard Outings & Innings
The James Family Foundation
The Korein Foundation
Medical Information Technology, Inc.
Polar Beverages
Mary and Peter Renner
Sapich Foundation
Schauff Charitable Trust
Submersible Foundation
Edwin S. Webster Foundation
Yawkey Foundation

**$5,000 – $9,999**

Analog Devices, Inc.
Associated Grant Makers
Summer Fund
Babson Capital Management LLC
Beverity Community Impact Fund
Boston College
Berklee College of Music
Boscent Foundation
Cabot Corporation
C&W Services
Digital Federal Credit Union
The Mathworks, Inc.
The Curtis and Edith Munson Foundation
Park Foundation Inc.
Liz and Duncan Richardson
State Street Corporation
Babson College
Boston College
Boston Children’s Hospital
Boston Children’s Hospital Foundation
Boston Children’s Hospital Summer Fund
Boston Police Patrolmen’s Association, Inc.
Cengage Learning
Carter, age 17, attends Cambridge Rindge and Latin School.

**Why It Matters**

Access to meaningful workforce development and employment programs can inspire high school students to consider a career in the sciences and engage them as lifelong ocean stewards.

Bank of America has been a partner to the New England Aquarium since 1973 and has generously supported multiple endeavors.

**Bank of America’s Commitment**

“Connecting young people to jobs is far more than a paycheck, it’s a long-term investment in their future—and the future of these organizations such as Bank of America and the New England Aquarium,” said Alicia Vento, senior vice president, community engagement at Bank of America.

**Bank of America Supports Local Youth Through the New England Aquarium**

Thank you to our Charter Members

In 1968, we began building a base of membership support for an Aquarium that would officially open its doors to the public for another year. A remarkable 47 years later, 130 of our original Charter Members are still actively engaged in our member family. We’re exceedingly grateful to these loyal friends and supporters.
Reed & Barton Foundation
Simmons College
Spaulding Rehabilitation Hospital
The Seth Sprague Educational and Charitable Foundation
Mr. Luke Thompson and Ms. Nichole Toney
USPS Social & Recreation Committee
USW Local 9360
Waters Corporation
Stetson Whitcher Fund at The Boston Foundation
Claire B. Winthrop Charitable Trust
The Marty and Barbara Zweig Foundation Inc.

**$2,500 – $4,999**
Anonymous (2)
AEW Capital Management, L.P.
Allegro MicroSystems, Inc.
Aquarion Marketing
Mr. George R. Bauernfeind
Boston Police Detectives
Aquanor Marketing
AEW Capital Management, L.P.
Anonymous (2)

$2,500 – $4,999
Mr. and Mrs. Kurt Cerulli
California Products Corporation
Mr. and Mrs. Edward J. Demelo
Mr. and Mrs. Bryon Beilman
Bay State Federal Savings
Mr. and Mrs. Lee R. Winer

$1,500 – $2,499
Anonymous (3)
Mr. Thomas M. Martin
Mr. and Mrs. Nelson Demelo
Mr. and Mrs. William Berry

$1,000 – $1,499
Ms. Lee R. Winer
Mr. and Mrs. Edward J. Demelo
Mr. and Mrs. Bryon Beilman
Bay State Federal Savings
Mr. and Mrs. Lee R. Winer

$500 – $999
Ms. Liz Cunningham

Party for the Blue Planet and the Sea Bash After-Party

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Ms. Alexis Mone
North Coast Seafood Corporation
Northland-Willette Inc.

Parent Talk
People’s United Bank
Putnam Investments
Sensitech Inc.
South Shore American Postal Workers Union
Ms. Maris C. Wicks
Twin Rivers Technologies
Veolia
Weather Services International
Wentworth Institute of Technology
Ms. Julie Peterson and Mr. Lucas Peterson
Phelps Exeter Academy
Community Spirit
Ms. Kay Poute-Brown and Mr. John Brown
Ms. Meg Rabinowitz
Veterinary Neurology and Pain Management

$10,000
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Mr. Robert Izzo and Mrs. Marjone Izzo
Mr. Jonathan Jordan and Mr. Daniel Jordan
Mr. Kevin M. Kelly and Mrs. Aileen Kelly
Mrs. Erika Sherman
Mr. Colin Cash
Mr. Alex Diaz and Ms. Anae Diaz
Mr. Truong Dinh
Mr. James F. Dore and Mrs. Teresa Dorr

**THE PARTY FOR THE BLUE PLANET**
The following donors supported our 2015 special event with cumulative contributions in sponsorship, tables, tickets, and donations of $500 or more.

**LEAD SPONSORS**

$10,000
Centerplate

$5,000
The Boston Foundation
C&W Services
Distrigas/GDF SUEZ
Veterinary Neurology and Pain Management

**SEA BASH AFTER-PARTY SPONSORS**

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Mr. Alex Diaz and Ms. Anae Diaz
Mr. Truong Dinh
Mr. James F. Dore and Mrs. Teresa Dorr
The Aquarium is thrilled to welcome President’s Circle member Peter Wilde to the Board of Trustees! Like many families, Peter and his wife, Kendra, brought their three boys to the Aquarium when they were younger, believing it would inspire a lifelong passion for the oceans. That passion for marine life now extends to their home, where they have a variety of saltwater fish tanks that foster his family’s great appreciation for the ocean’s complex and delicate ecosystems.

For Peter, supporting the Aquarium’s mission to be a leader in education and marine conservation was a natural next step. He started with a membership in 2008, but soon joined the Navigator Society. As his enthusiasm grew, so did his commitment. He joined the President’s Circle in 2013 and the Board of Overseers the following year. Peter’s hope for the Aquarium is that it “continue to be modern, educational, and that the Aquarium’s research will continue to be world-class.”
We finished 2015 with 1.28 million visitors, which was 7% lower than 2014’s results of 1.37 million visitors. As you may recall, we had five snow-related closures in the first two months of the year, which was unprecedented. Attendance was still recovering in March from all of the snow. We are pleased to report that in the last nine months of the year, we actually beat our attendance plan. Said differently, we were slow out of the blocks but finished strong.

Despite the soft attendance, we were able to grow our operating revenues by 1% to $44.5 million in 2015 due to growth in our channel partnerships, improved per caps in our gift shop, and growth in corporate membership and sponsorship. On the expense front, we managed to grow by only 0.2% to $42.8 million, yielding an operating reserve of $1.7 million as compared to an operating reserve of $1.5 million in 2014. Given how we started the year, we were pleased with these results.

Our overall financial position remains strong and should continue to improve in the years ahead. The Aquarium’s restricted reserve and endowment declined roughly 3% to $17.3 million due to declines in the overall markets. Total debt decreased by $2 million to $24.6 million in 2015.

We look forward to 2016 and beyond. We have prepared a thoughtful financial plan for 2016 that includes the launch of a new strategic initiative and the opening of the new Olympic Coast Exhibit. 2016 should be another good year operationally and financially.

Thanks to the Board, our staff, volunteers, members, and donors for your continued and valued support.

New England Aquarium Corporation
Financial Results (in thousands of dollars)

Operating Revenue & Support

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2014</th>
<th>CHANGE $</th>
<th>CHANGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions: Individuals &amp; Groups</td>
<td>$20,189.2</td>
<td>$20,095.4</td>
<td>$83.8</td>
<td>0%</td>
</tr>
<tr>
<td>Retail Sales: Food, Gift Shop &amp; Events</td>
<td>$11,385.1</td>
<td>$11,362.6</td>
<td>22.5</td>
<td>0%</td>
</tr>
<tr>
<td>Memberships: Individual &amp; Family</td>
<td>2,814.8</td>
<td>3,012.5</td>
<td>(197.7)</td>
<td>-7%</td>
</tr>
<tr>
<td>Corporate: Memberships &amp; Sponsorships</td>
<td>1,046.4</td>
<td>999.6</td>
<td>46.8</td>
<td>5%</td>
</tr>
<tr>
<td>Gifts &amp; Pledges</td>
<td>2,536.1</td>
<td>2,394.0</td>
<td>142.1</td>
<td>6%</td>
</tr>
<tr>
<td>Grants &amp; Contracts</td>
<td>4,630.6</td>
<td>4,715.9</td>
<td>(85.3)</td>
<td>-2%</td>
</tr>
<tr>
<td>Net Assets Released From Restriction</td>
<td>535.2</td>
<td>339.9</td>
<td>195.3</td>
<td>57%</td>
</tr>
<tr>
<td>Other</td>
<td>1,355.1</td>
<td>1,208.3</td>
<td>146.8</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Total Operating Revenue &amp; Support</strong></td>
<td><strong>$44,492.5</strong></td>
<td><strong>$44,128.2</strong></td>
<td><strong>$364.3</strong></td>
<td><strong>1%</strong></td>
</tr>
</tbody>
</table>

Operating Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2014</th>
<th>CHANGE $</th>
<th>CHANGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research, Conservation &amp; Education</td>
<td>$8,220.9</td>
<td>$8,132.3</td>
<td>88.6</td>
<td>1%</td>
</tr>
<tr>
<td>Exhibit Operation &amp; Maintenance</td>
<td>6,057.1</td>
<td>6,116.1</td>
<td>(59.0)</td>
<td>-1%</td>
</tr>
<tr>
<td>Plant Operations</td>
<td>7,462.0</td>
<td>7,338.5</td>
<td>123.5</td>
<td>2%</td>
</tr>
<tr>
<td>Cost of Retail Sales</td>
<td>6,848.6</td>
<td>6,688.5</td>
<td>160.1</td>
<td>2%</td>
</tr>
<tr>
<td>General Administration &amp; Supporting Services</td>
<td>10,450.4</td>
<td>10,474.1</td>
<td>(23.7)</td>
<td>0%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>1,471.6</td>
<td>1,430.5</td>
<td>41.1</td>
<td>3%</td>
</tr>
<tr>
<td>Interest</td>
<td>453.2</td>
<td>485.7</td>
<td>(32.5)</td>
<td>-7%</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$42,763.8</strong></td>
<td><strong>$42,661.2</strong></td>
<td><strong>$102.6</strong></td>
<td><strong>0%</strong></td>
</tr>
<tr>
<td><strong>Operating Reserve (deficit)</strong>*</td>
<td><strong>$1,728.7</strong></td>
<td><strong>$1,467.0</strong></td>
<td><strong>$261.7</strong></td>
<td><strong>18%</strong></td>
</tr>
</tbody>
</table>

Other Changes in Unrestricted Net Assets

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2014</th>
<th>CHANGE $</th>
<th>CHANGE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Reserve (deficit)</td>
<td>$1,778.7</td>
<td>$1,467.0</td>
<td>$311.7</td>
<td>21%</td>
</tr>
<tr>
<td>Non-Operating Revenues and Expense, Net</td>
<td>84.5</td>
<td>88.4</td>
<td>(3.9)</td>
<td>-4%</td>
</tr>
<tr>
<td>Net Assets Released to Fund Capital Improvements</td>
<td>732.1</td>
<td>416.8</td>
<td>315.3</td>
<td>76%</td>
</tr>
<tr>
<td>Realized &amp; Unrealized Gains (losses), Net</td>
<td>(127.8)</td>
<td>(126.3)</td>
<td>-1.5</td>
<td>0.1%</td>
</tr>
<tr>
<td>Loss on Disposal of Fixed Assets &amp; Debt Refinancing</td>
<td>(1.0)</td>
<td>(24.9)</td>
<td>23.9</td>
<td>96%</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization Expense</td>
<td>(4,735.0)</td>
<td>(4,823.7)</td>
<td>88.7</td>
<td>-2%</td>
</tr>
<tr>
<td>Net Non-Cash Pension Related Changes</td>
<td>56.6</td>
<td>(761.3)</td>
<td>817.9</td>
<td>-107%</td>
</tr>
<tr>
<td>Increase (Decrease) in Unrestricted Net Assets</td>
<td>$(2,261.9)</td>
<td>$(3,659.2)</td>
<td>$1,397.3</td>
<td>-38%</td>
</tr>
<tr>
<td>Increase (Decrease) in Restricted Net Assets</td>
<td>$(208.9)</td>
<td>$(649.1)</td>
<td>$430.2</td>
<td>-67%</td>
</tr>
<tr>
<td>Increase (Decrease) in Net Assets</td>
<td>$(2,470.8)</td>
<td>$(3,219.0)</td>
<td>$748.2</td>
<td>-23%</td>
</tr>
<tr>
<td>Net Assets – Beginning of Year</td>
<td>$49,974.7</td>
<td>$53,193.7</td>
<td>$(3,219.0)</td>
<td>-6%</td>
</tr>
<tr>
<td>Net Assets – End of Year</td>
<td>$47,503.9</td>
<td>$49,974.7</td>
<td>$(2,470.8)</td>
<td>-5%</td>
</tr>
</tbody>
</table>

* Operating reserve, as defined by management, excludes depreciation and amortization charges and non-recurring transactions. Audited financial statements, with an unqualified opinion by Mayer Hoffman McCann P.C., are available upon request.